



SOCIAL STYLE[®]

Self-Perception Profile



Anika Janssen

Sample Organization

02 Apr 2021

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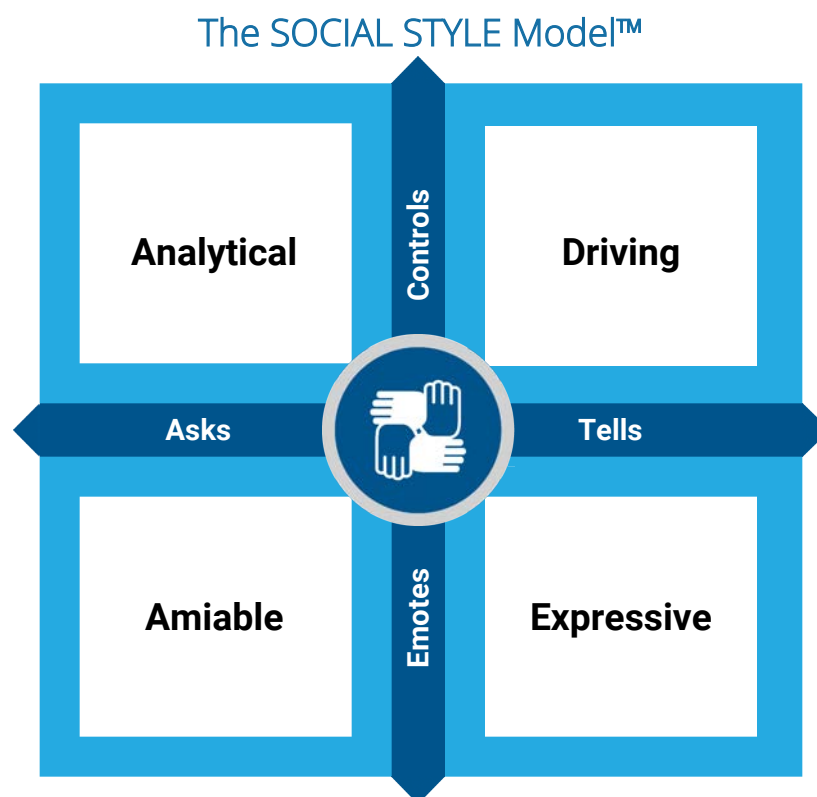
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Introduction

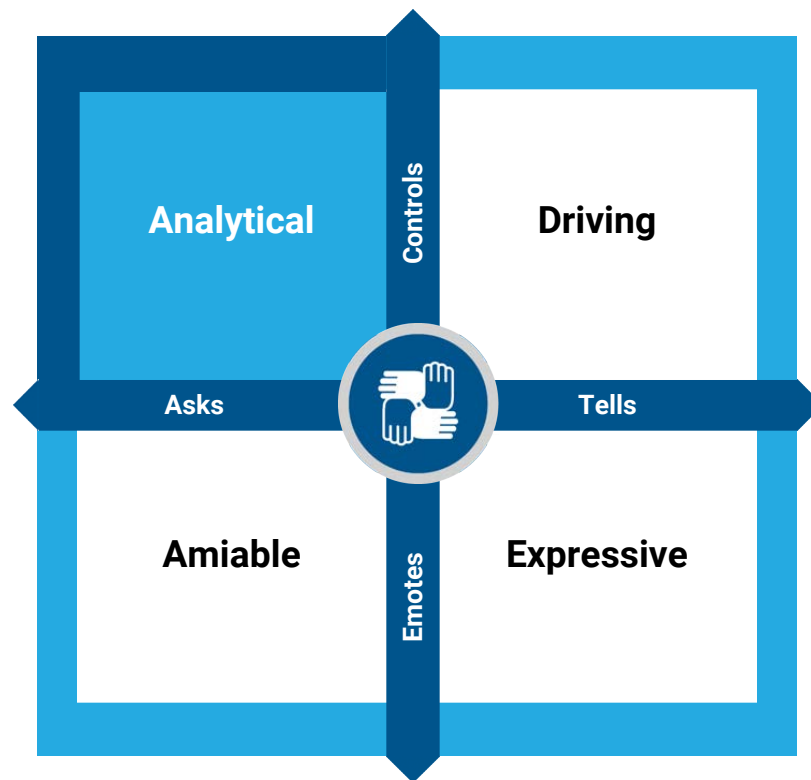


SOCIAL STYLE® is a model for understanding people’s behavioral styles. This awareness helps people to interact more effectively with one another. Our Style is determined by observable “say and do” behavioral habits we develop over our lifetimes. Once you understand a person’s typical behavior you can predict how they might act most of the time, which helps you build better and more productive relationships. Treating others the way they want to be treated, or showing Versatility, is a choice you control.

The model was created by TRACOM’s founders, Dr. David Merrill and Roger Reid, and is based on empirical research of behavior and performance. It was among the first psychological assessments to measure behavior instead of personality, and to use a multi-rater approach that measures co-worker perspectives instead of self-evaluation only. The SOCIAL STYLE Model™ has been continuously refined since its discovery. Today, it is available in more than 20 languages and is used by thousands of organizations in over 100 countries.



Your SOCIAL STYLE®



You see yourself as behaving with an Analytical Style, which may or may not be how others view you. Research shows that people's own perception of their SOCIAL STYLE is different from how others see them about 50 percent of the time. This corresponds with research showing it is common for people to have a self-perception bias: we tend to view ourselves differently from how others see us.

Analytical Style people approach work using facts, logic and consistency. They behave in ways that fit into their overall worldview. They are often good planners and problem solvers, working systematically. Analytical Style people:

- Want to move cautiously in order to achieve the best possible solutions
- Are reserved and logical, which helps others to be confident in working with them
- Are formal and slower paced, which can create a steady, productive environment
- Focus on the past, encouraging others to consider what has previously worked or not worked
- Do not usually like to initiate change, being more comfortable with what is known
- Avoid conflict, are cooperative and want to reach outcomes that are rational and realistic

More About the Analytical Style

To better understand your SOCIAL STYLE, you need to gain insight into what shapes your behavior. The following helps you understand why you behave in the ways you do, and how others see you. It provides insight into how you prefer to do things, as well as the source of your Style's strengths and weaknesses.



Style Need: To be Right

A Style need is the underlying motivator for each Style and what drives their behavior at work. Analytical Style people believe their key contribution to business success is relying on processes, facts, and methodologies. They believe that being efficient and trying to control outcomes makes them most effective.



Orientation: Thinking

People meet their need through a common set of behaviors. Analytical Style people put significant effort into thinking and planning to achieve the best overall outcomes.



Growth Action: To Declare

Analytical Style people want to be so certain they are doing things correctly and efficiently that they have difficulty making commitments, decisions, or taking a firm stand on issues. Their growth action is to declare a point of view.



Backup Behavior: Avoids

When feeling tension, Analytical Style people have such a strong need to get things right that they'll avoid people or situations rather than confronting the issue, taking a firm stance, or making a decision.

These are core elements underlying your SOCIAL STYLE. As you read about your Analytical Style in the rest of this report, you'll see how these elements are reflected in your interactions with others.

Style in Action

Each Style prefers to use time, make decisions, and respond to stress in their own ways. This section describes each of these for your Style.



How You Prefer to Use Time

You:

- Are deliberate in your efforts and carefully review information because you value accuracy
- Want others to be prepared and invest time listening to your analysis of issues
- Want your activities to contribute to the team's success by being thorough and certain
- Are slower to accomplish objectives if moving faster risks being uncertain, incomplete or below your standards



How You Prefer to Make Decisions

You:

- Evaluate options and base decisions on conclusive evidence rather than others' opinions
- Won't take risks if a decision seems hasty or you don't trust the decision-making process
- Want all the pertinent facts before making a decision
- Will try to delay the process if you believe the decision is not clearly thought out and has potential negative consequences



When Under Stress or Tension

You:

- Will avoid or ignore others when you don't agree with a decision or direction, if arguing your own position is not possible or doesn't work
- Will disengage from others and refuse to participate in a productive way
- Will spend too much time analyzing options, frustrating others who want to make progress
- Will be inflexible, rigidly holding your position and extending conflict

Strengths and Weaknesses

Your Style has unique strengths and weaknesses, or areas where you could adjust your behavior for different situations and needs. While it can be difficult to accept information about weaknesses, it is important to be aware of how others see your behavior in order to improve.

Your Style Strengths

You:

- Are accurate and thorough, helping teams achieve high quality results
- Define projects and organize tasks, helping teams make progress toward objectives
- Can handle complex problems and often show your strengths as a specialist
- Can work independently and make significant progress before involving other team members
- Help teams make objective and well-informed decisions through your rational input

Your Style Weaknesses

You:

- Are reluctant to take initiative or push your ideas, limiting your influence with others
- Impose your timeframe on others when you have a personal need to be organized and certain
- Frustrate others who see you as noncommittal when you use too much time to take action
- Postpone making decisions longer than necessary due to your need to review all alternatives
- Are reserved, forcing others to ask you to contribute to discussions and express your ideas

How Your Strengths Affect Others

You:

- Create an environment where people can express their ideas and show their strengths
- Help co-workers by providing rigor and high standards to projects
- Inspire confidence from others when you lead and move projects forward
- Help others stay focused and productive
- Create a calm and efficient atmosphere for others

How Your Weaknesses Affect Others

You:

- Frustrate others when you are too cautious and indecisive
- Can decrease others' enthusiasm when you are slow to take action
- Lessen support from others when you are remote and uncommunicative
- Decrease your effectiveness when you delay progress on projects
- Can make conflicts worse by avoiding the issue or people involved

Understanding the Other Styles

This section describes the key characteristics of the other three Styles and what they value.

Amiable Style

Key Characteristics

- Relationship oriented and concerned with harmony among co-workers
- Good team players who like to get things done by involving others
- Look for personal motives in how others act
- Avoid making decisions that might create conflict or damage relationships
- Can be slow or reluctant to change

What They Value

- People who collaborate and offer recommendations before making decisions
- Colleagues who are friendly and personable
- Colleagues who are cooperative, not competitive
- A focus on collaboration to achieve goals
- Colleagues who value their input

Driving Style

Key Characteristics

- Results oriented and want things done quickly and efficiently
- Direct communicators
- Focus on the present and are decisive
- Can appear impatient and unconcerned about relationships
- Can try to control situations through the use of authority

What They Value

- Quickly getting options and probabilities from others to make decisions
- Colleagues who are organized and focused on tasks
- A healthy sense of competition
- People who get to the point quickly and back up opinions with examples
- Colleagues who show progress and results

Expressive Style

Key Characteristics

- Recognition oriented with a focus on being spontaneous
- Can be imaginative, enthusiastic, and can generate excitement among others
- Make decisions quickly, based more on feelings than facts
- Can change direction quickly
- Can be critical toward others

What They Value

- People who provide energy and a fast pace to advance ideas and make decisions
- Colleagues who are stimulating and help bring ideas to life
- A healthy sense of competition
- A focus on the big picture without too many details
- Colleagues who recognize their contributions

Key SOCIAL STYLE® Reminders

Your Style is the theme of your behavior

All of us behave along the range of both the Assertiveness and Responsiveness scales. Your Style is your “comfort zone,” where you are seen as behaving most of the time.

Every Style has growth actions

Each Style has weaknesses – areas where we can adjust our behavior to help meet others’ needs. This knowledge helps you understand others and work more effectively with them.

There is no best SOCIAL STYLE

Each Style can be effective, regardless of role or position. The purpose of learning about Style is to increase awareness and understand how you can be more effective when working with others.

Every Style can be successful

Research shows that people of all Styles can succeed in any field or industry. What matters is the level of Versatility that a person shows when working with others.

Style is about your behavior

The SOCIAL STYLE Profile describes the behavior you show to others, which is only one part of your personality. The profile does not describe your entire personality, which is unique to you.



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Versatility

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Overview of Versatility



Versatility

The need for soft skills has been steadily rising in the modern workplace. Independent research has found:

- 92% of executives believe soft skills are equal to or more important than technical skills.
- Soft skill intensive jobs are expected to grow at 2.5 times the rate of other jobs.
- By 2030 soft skill intensive occupations are predicted to make up almost two thirds of all jobs.

Understanding your SOCIAL STYLE® and becoming aware that other people may have different behavioral preferences is a good way to start building stronger relationships with others. To improve your performance, however, you need to improve your Versatility—the ability to adjust to the Style needs of others. Versatility is a strong predictor of job performance, and is comparable to intelligence, education and personality.

Similar to SOCIAL STYLE, many people do not have a firm understanding of their Versatility. In fact, research has shown that about two out of three people see their Versatility differently from how others see it. As you read your profile, consider how others would feel about your ability to adjust your behavior to meet their needs.

Your Versatility Profile Feedback

The good news is that your Versatility is within your control. You can increase your effectiveness by becoming aware of and acting on the insights that are provided on the following pages. This includes:

- A general description of high and low Versatility for your Style
- How other people view your Versatility
- Specific and actionable strategies designed to improve your Versatility

Versatility and the Analytical Style

This section will help you understand what high and low Versatility look like for your Style. These are general descriptions and not based on your specific results, which are described in the next section.



High Versatility

When behaving with high Versatility, Analytical Style people use their methodical and organizational skills to positively influence projects. They:

- Are open to different viewpoints and are willing to change their opinions.
- Actively contribute to the team and support decisions without unnecessarily delaying progress.
- Openly express their opinions and ideas, positively contributing to group discussions.
- Make timely decisions and move forward.
- Are animated and show a more personal side of themselves, helping to develop relationships.
- Recognize the value of less analytical approaches to issues, valuing the contributions of people of other Styles.



Low Versatility

Low Versatility contains elements of Analytical Style people's backup behavior (avoiding) and growth action (to declare). They:

- Don't share their opinions or knowledge, leaving others confused and frustrated.
- Are slow to make decisions and take action, leading others to make progress without them.
- Avoid uncomfortable or controversial situations and won't contribute to debate or discussion.
- Rigidly think their opinion is "right" and reject alternative viewpoints.
- Are too cautious and noncommittal, not taking action when necessary.
- Value their own analytical processes at the expense of other ways to approach issues, alienating people of other Styles.

Overall Versatility

Your Consistency in Displaying Versatility

W	Not Consistent	X	Somewhat Consistent	Y	Usually Consistent	Z	Very Consistent
			SELF				

Your Versatility: X

Your results place you in the lower half of Versatility, meaning you sometimes focus on your own comfort and priorities instead of adapting your behavior to others' Styles and needs. Of course, it's necessary to meet your own needs, but it's also important to be aware of others and adjust your priorities to help them. This is a matter of showing your Versatility more consistently. You have the ability to be more versatile, it simply requires making an effort to adjust your behavior more frequently. Remember that it's normal to view ourselves differently from how others see our Versatility.

A large part of increasing Versatility is monitoring the impact you have on others. When you focus mostly on your needs, it can frustrate others and lead them to work around you instead of with you. People may try to accomplish objectives without involving you and this can weaken your effectiveness and influence within the team.

The next sections describe specific ways you can enhance your effectiveness in each source of Versatility. You don't have to utilize every strategy; choose the ones that will have the greatest impact on your effectiveness. These strategies are specific to your Style, so you may notice common themes across different strategies. By acting on this advice, you will increase your Versatility.

Presentation



Presentation measures how well you deliver information to others during meetings or other group interactions. It includes how clear and organized your thoughts are when you communicate them, and your ability to adjust to the needs of your audience. Presentation is important for helping you communicate effectively with groups.

Ways to Improve Your Presentation

You can improve in Presentation by making simple adjustments to your behavior. Since your growth action is to “declare,” consider these actions to improve your performance:



Take a stand.

When the situation calls for making a decision, be decisive even when you are not completely certain it's the right move. You can share your uncertainty while still supporting a decision to move forward.



Be flexible.

You might have a specific agenda or process for how meetings should happen. Other Styles have different ways of achieving outcomes, so incorporate their ideas into meetings and be flexible with agendas and processes.



Ask for input.

Deliberately ask questions to ensure that others are clear on your points and have the opportunity to give their input. This will help you avoid making incorrect assumptions and provides information you may not have considered.



Allow time for discussion and disagreement.

Different people have different perspectives and knowledge that you might not be aware of. Build in time for extra discussion and prepare for disagreement.



Balance tasks with people.

You can stay focused on the agenda and purposes you want to achieve while still being personable. Give people time to talk and become engaged with one another.



Be aware of others' Styles.

When possible, adapt your delivery to people's Styles. Sometimes you'll need to prioritize for the Styles of key stakeholders and decision makers.

Competence



Competence measures your conscientiousness and perseverance, flexibility, optimism, and creativity. It is important to overall effectiveness and helping teams achieve their goals. Note that Competence does not measure your technical skills or job knowledge.

Ways to Improve Your Competence

Small adjustments to behavior will enhance your Competence. Since your growth action is to “declare,” consider these actions to improve your performance:



Be open and support others.

The value you place on objective facts can be supplemented with others’ ideas. Doing this will enhance your flexibility and creativity.



Share and declare.

By clearly sharing your opinions with others you will enhance your contribution to the team and show your conscientiousness and perseverance.



Get to know people.

Building good relationships helps others to trust you and is an excellent way to show your optimism.



Seek out new ideas.

To enhance your creativity, find different ways of doing things.



Find opportunities in change.

When change feels threatening, look for hidden opportunities that can benefit you and your team.

Feedback



Feedback measures your ability to listen, communicate with people in ways they understand, show empathy toward others and develop good relationships. When you can empathize and communicate in ways that appeal to others' Styles, you are more likely to develop good relationships.

Ways to Improve Your Feedback

To improve your Versatility in Feedback, exercise your growth action to “declare” and control your backup behavior of “avoiding.” The following strategies will help you in this area.



Be transparent.

People won't always recognize when you are feeling empathetic, so be mindful about showing them you understand their issues.



Share your opinions.

You might appear somewhat unapproachable, so be direct with your perspectives.



Show Style-specific empathy.

Empathy is sometimes Style-specific and related to situational constraints.



Accept conflict.

Sometimes conflict happens, regardless of the empathy you may show.



Recognize and respond to backup behaviors.

It's important to recognize when people go into backup behavior and, when possible, help them get through these tense moments.

Key Versatility Reminders

Versatility is a choice

Unlike your Style, the behaviors leading to high Versatility are within your control. Making the effort to improve is up to you.

Versatility is all about consistency

A lower Versatility score does not mean you lack ability or never demonstrate these abilities. It means you are not showing consistency in your behavior. By making small changes to your behavior and acting with more consistency, you can increase your Versatility.

Versatility can vary with different groups

You can be highly versatile with one group and show low Versatility with another group. It depends on the circumstances and how much you value your interpersonal effectiveness with each group. Again, Versatility is always a choice.

Versatility is different from likeability

A person can be well liked but not have high Versatility. The opposite can also be true. Versatility helps you develop better working relationships, but it is separate from your personal likeability.

Focus on one thing

It can feel overwhelming to receive input on Versatility. Make it manageable by choosing one specific area in which to improve, and the specific actions you'll take. Determine actions that are meaningful and achievable.



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